



Strategic Plan and Implementation Planning Process



Need for a Strategic Plan

- Maine's future depends on a strong, high-quality, and forward-looking University System.
- The Strategic Plan ensures that Maine citizens receive the maximum benefits from their investment in the University System.

Objectives of the Plan

- To meet the State's needs and expectations for high quality, cost-effectiveness, innovation, and accountability.
- This is accomplished by:
 - Changing the nature and delivery of programs
 - Changing the structure and administration of the System

Factors Influencing the Plan

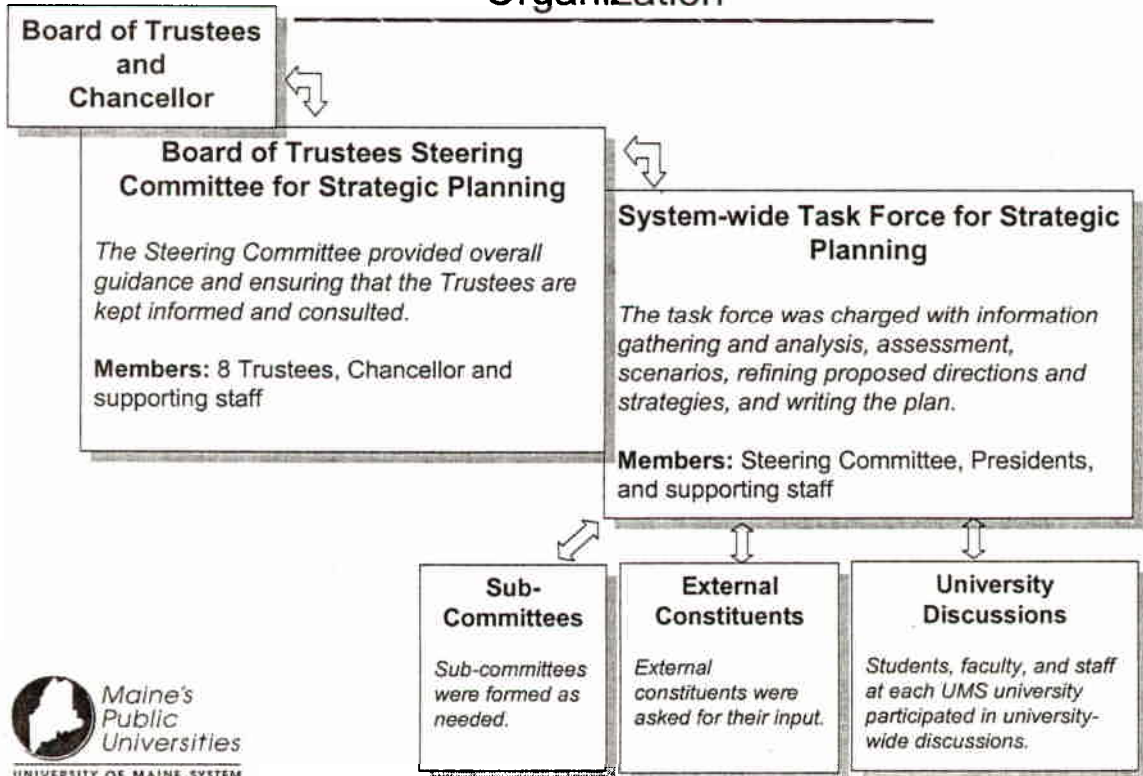
- Demographics
- Projected financial gap
- Unavoidable increases in certain operating costs
 - employee compensation, energy costs, facilities maintenance
- “Brain drain” and youth out-migration
- Technological advancements in Distance Education and administrative technologies
- A new Community College System
- Maine’s changing academic and programmatic needs and opportunities
 - Teacher development, liberal arts, professional programs, State-wide delivery of graduate programs, and R&D activities

Expected Outcomes

- Based on State needs and prudent stewardship:
 - Increased and sustained academic quality
 - Stronger, collaborative, and more engaged University System
 - Increased administrative efficiencies and cost-effectiveness

The Planning Process

Organization



The Planning Process

Action Steps

Sept. – Nov. 2003

Step 1: Gathered Information - scanned the internal and external environments.

- University visits
- Met with constituents
- Public at large
- Data collection and reports

Nov. – Dec. 2003

Step 2: Analyzed/Identified Issues - developed a comprehensive Situation Scan.

- Analyzed the System's strengths, weaknesses, threats, and opportunities
- Identified trends

Jan. 2004

Step 3: Articulated the Vision and Confirmed the Mission - came to agreement on the preferred future state of UMS.



Feb. – March 2004

Step 4: Formulated A Strategic Plan - produced a plan that transformed UMS to its newly defined strategic position.

April – July 2004

Step 5: Sought Public Comments - a draft document was widely distributed and discussed.

- University communities
- Constituent groups
- Public at large

September 2004

Step 6: Approved/Announced the Final Plan - the UMS Board of Trustees embrace, support, and approve the final plan.

- Widely distributed the plan to internal and external audiences
- Directed management to implement the plan

The Planning Process

Guiding Principles

1. Meet educational needs and priorities.
2. A clear vision for higher education in Maine and the System's role within that vision.
3. Compatible with other educational systems in Maine (e.g., K-12 and the community colleges).
4. Grounded in economic realities.
5. Seek financial stability and sustainability.

The Planning Process

Guiding Principles continued

6. Articulate the University System's role as an economic engine.
7. Important social and cultural roles that Maine's public universities play.
8. Responsible, accountable decision-making and resource allocation.
9. University System's leadership role and responsibility for moving the State forward educationally and economically.

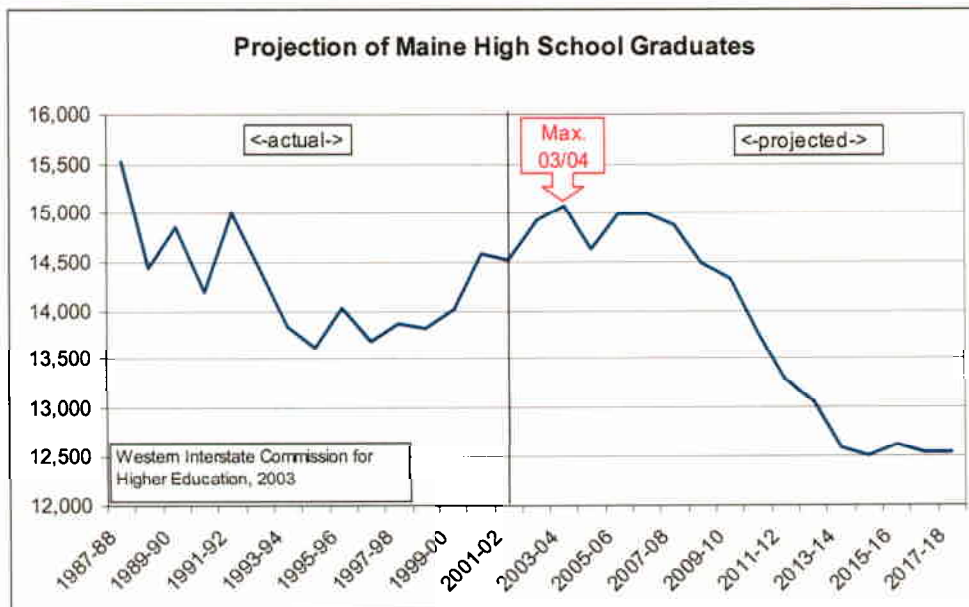
Planning Context

On the horizon

No longer “business as usual”

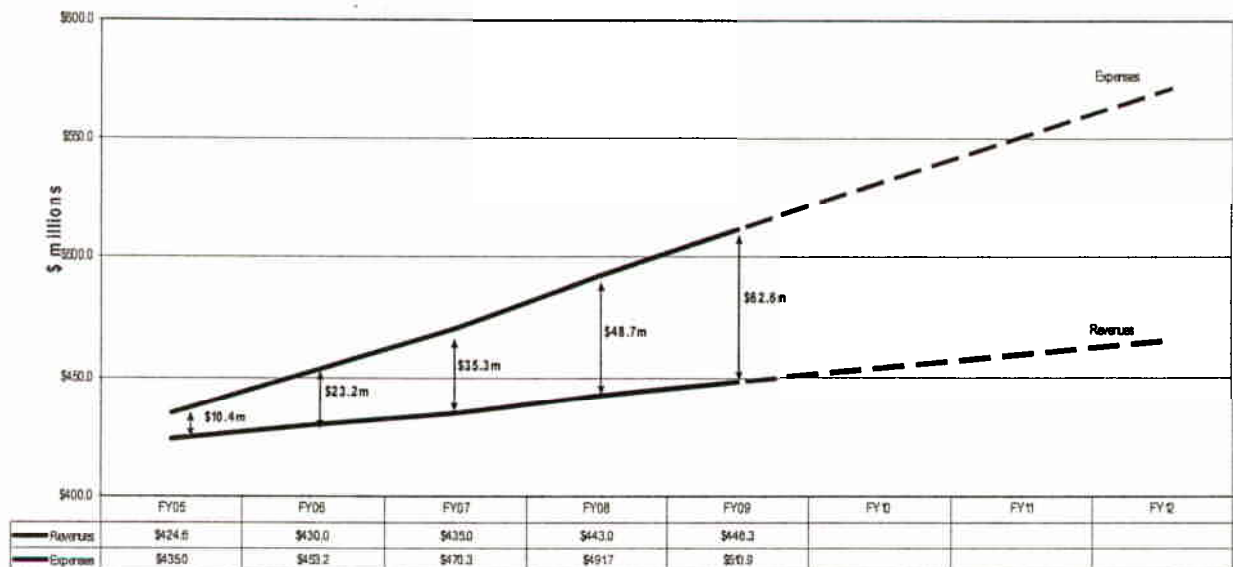
- Demographics
- Structural Financial Gap
- Internal Needs
- New Opportunities

Demographics



UMS Structural Financial Gap

"Status Quo" before Strategic Priorities



UMS Structural Financial Gap With Strategic Priorities



5 Strategic Priorities

Investments

- Increase Financial Aid: \$11 million
- Enhance Academic Programs: \$ 1.9 million
- Faculty and Staff Compensation: \$10.8 million
- Distance Education Investments: \$1 million
- Fogler Library and Digital Library Funding: \$1.5 million
- Increased Maine Economic Improvement Fund (MEIF): \$13 million
- Renew Capital Assets (fully funded depreciation): \$10.4 million

9 Strategic Directions

To meet the State's needs and expectations for high quality, cost-effectiveness, innovation, and accountability.

- 5 to enhance quality and inspire innovation
- 4 to ensure cost-effectiveness and accountability

Strategic Directions

1

Strive for **quality** across the System and support institutions in achieving their potential through enhanced, rigorous academic program planning, program realignment throughout the System, and strengthened student services and support.

2

Ensure a **high-quality and well-supported faculty** throughout the System, with strong faculty development programs to enhance faculty's ability to contribute to the excellence of academic programs and research, while providing appropriate levels of support for staff.

3

Create a **comprehensive, state-of-the-art System-wide Distance Education** program, leveraging current technological strengths, and further coordinating program offerings and development.

Continued...

4

*Enhance the library resources available to the University of Maine System and the State of Maine by supporting a high-quality, **integrated System library consortium** built on the foundation of a single, well-supported doctoral/research library at the University of Maine. Continue to develop a **State-wide digital library** to support all citizens of Maine.*

5

***Strengthen and leverage research** throughout the State to ensure greater breadth and depth of research. Develop a greater capacity to use research, scholarship, and creative expression to enhance Maine 's economy.*

Continued...

6

*Require **accountability** from all universities by providing appropriate goals and objectives and carefully assessing each institution's ability to meet its goals. Establish goals, objectives, and performance measures for each institution to ensure prudent stewardship and enhanced public accountability.*

7

***Centralize the System's business/administrative functions,** where appropriate, to leverage resources and increase effectiveness of service throughout the System.*

Continued...

8

Evolve the System organization and structure, clearly defining the missions, niches, and interrelationships of institutions to ensure that the System serves the higher education needs of the State of Maine while moving toward a financially sustainable future.

- ☐ The University of Maine (UM)
- ☐ The University of Southern Maine (USM)
- ☐ The Maine State Consortium (UMPI, UMFK, UMM)
- ☐ The University of Maine at Farmington
- ☐ Outreach Centers (formerly University College Outreach Centers)
- ☐ Higher Education Park
- ☐ University of Maine School of Law

Continued...

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*Develop a coordinated, collaborative approach to **university advancement and advocacy** in ways that increase public understanding of the mission, value, and benefits of Maine's public universities; and enhance the universities' individual and collective appeal, reputation, financial resources, and public support.*

Future State of UMS

**Projected net
savings from
current state:
\$12m**

University of Maine System Reorganization

- **One System Office**

- Chancellor with staff
- Central services
- Computer services

- **One land-grant/sea-grant University (UM)** – located in Orono

- Hutchinson Center

- **One rural consortium**

- University of Maine at Fort Kent
- University of Maine at Presque Isle
- University of Maine at Machias

- **One southern comprehensive regional university (USM)**

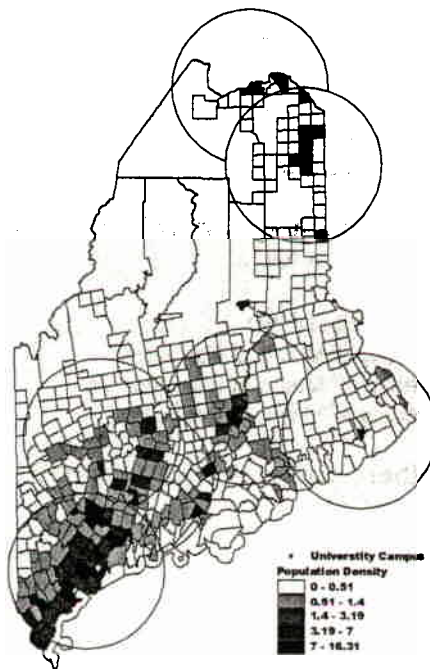
- Portland Campus
- Gorham Campus
- Lewiston-Auburn Campus
- Augusta Campus

- **One public liberal arts college (UMF)**



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Providing Geographic Access



Future State of UMS

- Maine State Consortium
 - University of Maine at Fort Kent
 - University of Maine at Presque Isle
 - University of Maine at Machias
- University of Maine
 - Orono
- University of Maine at Farmington
- University of Southern Maine
 - Campuses: Portland
 - Gorham
 - Lewiston/Auburn
 - Augusta



The University of Maine

- Strengthen UMaine as the System's **land-grant/sea-grant** institution.
- State-wide and national **presence**.
- Increased **research capacity**, both within the System and among national research institutions.
- Significant internal **reallocation of resources**.
- Attract **new funding streams** both within Maine and nationally.
- **Collaborate** with other System universities to achieve System objectives.
- Responsibility for bachelor-degree programs at **Bangor Higher Education Park**.



The University of Southern Maine

- More **focused comprehensive** urban university serving southern Maine.
- Baccalaureate, master's, and a small number of **applied doctoral** programs and **focused applied research**.
- Administrative responsibility for all System academic programs offered in **Augusta** as well as Lewiston-Auburn.
- Augusta campus will eventually become a **specialized college of professional studies** to serve the special academic needs of the State capital.



Maine State Consortium

- Universities of Maine at Fort Kent, Presque Isle and Machias will comprise a rural consortium.
- **Greater breadth** and depth of offerings at the baccalaureate level and **selected graduate programs** in relevant disciplines.
- One general education program; joint Academic Program Planning; a single advisory council; one budget and one facilities master plan.
- Its expanded offerings will help it **attract talented faculty and students**.



University of Maine at Farmington

- Small public **liberal arts** college with strong **teacher-education** programs.
- Mission will focus on building its **unique niche** in Maine and nationally.
- **Pre-professional** programs will **not expand** beyond current level.
- **Efficiencies** gained through centralizing administrative and business functions at the System level.



Projected Cost Savings

Maximum usage of technology

\$1.6m	Workforce management (attrition and voluntary retirements)
\$1.8m <small>(net of associate-degree programs)</small>	Consolidation, consortia, and mergers
\$1.2m	Enhanced net revenues from operations (e.g., auxiliaries, gifts, and grants)
\$2.2m	Outsourcing or shared services (may include other education entities)
\$3.0m	Centralization/regionalization of administrative services (maximize our investment in ERP technology)
\$1.0m	Centralize and automate procurement practices (e.g., improved contracts and lower cost of goods and services)

Projected Cost Savings, cont'd

\$1.2m	Improve efficiencies of physical plant operations (<i>e.g., energy conservation</i>)
	Rigorous academic program planning and realignment (<i>maximize investment in Distance Education</i>)
\$12m	TOTAL SAVINGS – annually, when fully implemented

- Estimated savings are based on prior studies extrapolated to the current environment, estimates of percentage reductions in functions to be centralized, and review of university administrative structures.
- The number of positions eliminated and the number of employees affected will be minimized by careful management of voluntary turnover and efforts to best utilize the talents and experience of current employees to fit the future needs of the UMS. Specific impacts on positions will be determined in implementation planning.

Implementation Planning Process

- Over 400 people are serving on Implementation Planning committees, from the campus and System levels, as well as members of the community.
- Implementation for each Strategic Direction is led by two to three committees comprised of experts and representatives in the area of focus
- Committees for each Strategic Direction include faculty, students, and administrators, and each Committee is overseen by a Coordinating Chair (or Chairs) who reports to the Chancellor.
- The Coordinating Chairs are in charge of communication between committee members. The Board of Trustees receives briefings on Implementation Planning from the Chancellor at every Board meeting.
- The Planning Process consists of:
 1. a set of overarching "Guiding Principles" to guide committee members as they consider each step of the Implementation Process
 2. an "Implementation Model" showing the overall committee structure
 3. and a nine-part document detailing the committee structure, goals, approaches, outcomes, and timelines for each strategic direction.

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Implementation Planning Process

Guiding Principles:

- **Inclusiveness.** The implementation plan must include contributions from faculty, staff, students, and other stakeholders throughout the community.
- **Priorities.** The educational, cultural, and economic needs of the citizens of Maine must remain a top priority in every stage of the implementation process.
- **Integration.** The implementation plan must be campus-based as well as System-wide, and support a clear vision for the University System's relationship to other educational systems in the State.
- **Quality.** Implementation of each strategic direction must be guided by an effort to raise the level of quality of offerings and services at UMS institutions.
- **Collaboration.** Improved collegiality among faculty, staff, and students System-wide will enrich the academic climate in the future, reduce competition among our universities, and result in efficiencies and cost savings.
- **Communication.** Work groups must be open to a free exchange of ideas amongst each other and with those affected by the implementation plan.
- **Optimal Use of Technology.** There should be an emphasis on maximizing use of new technologies and making investments that will both expand access to educational opportunities and create economic efficiencies.
- **Reality.** The implementation plan must address the economic realities the System faces today and in the future, and must provide a path toward a financially sustainable System.

Guiding Principles (cont.):

- **Advancement.** In addition to creating efficiencies, the implementation plan must also clearly articulate the University System's role as an economic engine for the State of Maine.
- **Respect for Culture.** The implementation plan must continue to acknowledge and value the vital social and cultural roles our universities embrace, supporting creative endeavor and accentuating the uniqueness of Maine.
- **Attention to Diversity.** The implementation plan must fully incorporate the University System's commitment to diversity, affirmative action, and the goal of providing access to educational opportunities for all Mainers.
- **Organization.** The implementation plan for each strategic direction must create an effective framework for decision-making, resource allocation, prioritization, and accountability.
- **Leadership.** In order for the State and the University System to move forward educationally and economically, implementation of the Strategic Plan must represent thoughtful and responsible leadership, reflecting best practices from within the System and beyond.

Implementation Model

IMPLEMENTATION MODEL

Bold indicates primary group

STRATEGIC DIRECTION	SYSTEM LEVEL - NEW COMMITTEE	SYSTEM LEVEL - EXISTING COMMITTEE	CAMPUS LEVEL
#1 - Academic quality/academic program planning		Chief Academic Officers; Chief Student Affairs Officers	Campus Committee
#2 - Faculty/staff development	System Committee (new)	Chief Academic Officers	Campus Committee
#3 - Distance Education	System Committee (new)		Campus Committee
#4 - Libraries		Chief Academic Officers; Library Directors; Chief Information Officers	Campus Committee
#5 - Research	System Committee (new)		Campus Committee
#6 - Accountability	System Committee (new): Chancellor, Presidents, Staff		Campus Committee
#7 - Centralization		Transforming Higher Education Integrated Services (THEISIS); Project Core Team; Executive Advisory Committee; Information Technology Committee; Chief Financial Officers	Campus Committee
#8 - Restructuring	System Committees (new): Outreach Centers, Higher Education Park		Campus Committee
#9 - Advocacy	System Committee (new)		

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Implementation Update and Timeline

- The **First Reports** on Implementation Planning for the Strategic Plan were presented to the Board of Trustees at the June 5 & 6 meeting in Fort Kent.
- The reports, which were submitted to the Chancellor by the Coordinating Chairs for each Strategic Direction committee, offer **preliminary recommendations** for Implementation, as well as an overview of their process and key areas of overlap with other Strategic Directions.
- On September 16, 2005, an **Implementation Planning retreat** will be held at the University of Maine to bring together all of the Implementation Planning Committees to discuss their first reports, explore areas for collaboration, and plan for next year's work.
- The **second round of reports** will be submitted to the Chancellor in November, with final reports due in Spring 2006. **Full implementation** is scheduled to begin in the Summer of 2006.
- The First Reports are available online at: www.maine.edu/spp/ipp.html
- If you have questions or would like to share comments about the Implementation Planning Process or the Strategic Plan, you can send an e-mail to strategicplanning@maine.edu



- ☐ Quality
- ☐ Accessible
- ☐ Innovative
- ☐ Accountable

- ☐ Relevant
- ☐ Affordable
- ☐ Cost-efficient
- ☐ Collaborative

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